

SECRET
SECURITY INFORMATION
3 July 1953

MEMORANDUM FOR: Chief, Technical Services Staff, DDP
FROM: Chief, Management Training Division, OTR
SUBJECT: Summary Report on Initial Phase of Human Resources Program

1. It was a real pleasure to conduct the initial phase of the CIA Human Resources Program in TSS with three groups of supervisors: division chiefs and equivalent staff, 8 - 15 April; branch chiefs, OARD, 16 - 22 April; and branch chiefs, Quarters Eye, 23 - 29 April.

2. The Human Resources Program was developed by the Management Training Division last summer to meet increasing demands for basic supervisory training, with particular emphasis upon the importance of human relations in management.

The initial phase of the program consists of four one hour group meetings and a one-half hour conference with each supervisor. It is planned to hold one hour follow-up meetings, approximately every eight weeks, for as long as you consider that this training program is making a significant contribution to management thinking and action in your organization. I expect to return for the first follow-up meeting with each group of supervisors in this program in TSS either late in August or early in September.

After two or three follow-up meetings have been held with each group of supervisors, I should like to discuss with you the desirability of continuing the Human Resources Program in TSS or of having this type of activity absorbed in the normal staff meetings within your organization.

3. The purpose of this report is to summarize some of the points that came up in the group meetings and in the individual conferences that I believe will be of interest to you. I regret that I have not been able to send you this report sooner, but I have been delayed by the necessity of conducting the Human Resources Program in OC, with four groups of supervisors, and in FE, with four groups of supervisors, during May and June. However, I think that this report will be of more use to you now than it would have been early in May since my work in OC and FE has given me a fuller understanding of the problems involved in operating within the DDP complex.

4. Attached is a set of the outline materials distributed in the program in TSS. The same sheets were given to the members of each of the

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three groups, with the exception of Page 1 for Group Meeting #2. Page 1 for Group Meeting #2 is a summary of the problems discussed in Group Meeting #1 and in the individual conferences and therefore differs for each group.

5. The Human Resources Program is based on the premise that the tremendous progress made by business and industry in management techniques during the past fifty years can be applied to the multifarious operations of the Federal Government. Especially significant are the advances that have been made in recognizing the importance of good human relations for management, and in applying well-tested principles to release and direct the high energy potentials of individuals working in an enterprise.

6. Management is the process of getting work done through other people. A natural corollary is: management is the development of people.

The criterion of the effectiveness of management, that is accepted and advocated by the Management Training Division, is productivity.

During the past twenty-five years, increasing attention has been given to the dynamics of a sense of participation on the part of the worker in management decisions. It appears that this sense of teamwork is more important as motivation for production of a high order than any other incentive that has been used, all other conditions of work being generally reasonable. A sense of participation in planning the program, in developing the organization, and in evaluating achievement of the group. So reducing the concept of management to its lowest terms, we say: where there is teamwork there is good management.

7. Coordination. Although you have some of the brightest people in CIA on your staff, it appears that few of them have had much opportunity to develop management skills.

It seems to me that the #1 job to be done to improve the quality of supervision in TSS is to assist each supervisor to develop a feeling of competence with reference to his administrative or management responsibilities that will be comparable to his recognized competence in his substantive specialty.

The supervisors I met in TSS seemed to have a high regard for each other's capabilities and a driving interest in their own work, but there seemed to be a pervading sense of a lack of general coordination. This may be attributed in large measure, I believe, to an apparently three-headed front office and consequent confusion regarding unity of command.

An organization like TSS must be a collection of prime domes if it is to fulfill its mission. The problem of coordination, therefore,

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is a special one, very similar to that of achieving coordination among the members of a graduate faculty or the staff of a research and development laboratory. Such coordination must admittedly be at a very mature level and must be completely functional to the administrative needs of the organization. But the solution appears to be through effective staff meetings all up and down the line.

If the principle is accepted that each member of the organization should attend and participate in a staff meeting appropriate to his level of responsibility regularly, then the problem becomes the simpler one of making such meetings really useful in achieving the type of communication, both down and up, that is the basis for good operational coordination.

There are, of course, widely differing and extremely belligerent points of view on the subject of staff meetings. We have each had some pretty sad experiences in having to attend gatherings that were called staff meetings. But the fact remains that there is no form of communication that can take the place of staff meetings, and our problem, therefore, is to determine how to make them work in our individual situations.

It seems to be generally accepted that a good staff meeting: (a) Requires very careful preparation on the part of the leader; (b) It should be held regularly, but the briefer the better; (c) It should never last for more than one hour at a stretch; (d) It should be functional to the particular program of the organization and it should deal with matters that can appropriately be discussed in and by a group; and (e) It should be supplemented by individual conferences, regularly, between the leader and his immediate subordinates. The central purpose of staff meetings is mutual education of members of the group toward fulfilling the mission of the organization.

5. Need to know. Closely related to communication is the problem of broadening the base of the need to know. It appears that individuals who are fulfilling requirements usually need to know the individuals who are drafting the requirements, if at all possible, and need to know the purpose to be served by the requirements, if reasonable, to do an effective and efficient job. This appears to be particularly important in TSS. The need to know problem crops up pretty consistently wherever I have conducted these meetings. It seems that all that is required is greater clarification of the extent to which the need to know may be broadened for individuals who are intimately concerned with the development of classified projects without violating security regulations. It seems to be a general consensus that effective working relations and efficiency in operations are being seriously handicapped throughout the Agency by what people think are need to know restrictions, which, if examined, may not actually exist at all. It appears to be important at this point to examine the meaning of need to know restrictions in each operating situation so that they will not be misapplied. I am not questioning the security regulations. I am suggesting that each

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supervisor has the responsibility for determining the extent to which his staff can be cut in on classified operating data, especially at the planning stage of projects, so that working relationships may be strengthened and there may be greater efficiency in operations.

9. Definition of responsibilities. In a staff organization like TSS, there is a natural tendency for working relationships to become so informal that fixed responsibility for final production becomes hazy. When I met with the groups of supervisors in April, there seemed to be a real need for the clarification and writing down of standard operating procedures for the various parts of the organization, particularly to insure that lines of operating responsibility would not be violated.

Several suggestions were made that an objective survey of TSS organization structure and operating procedures would be very helpful.

10. Numerous minor items that came up in the discussions are indicated on the three outlines of Page 1 for Group Meeting #2 attached.

I shall be happy to discuss this report in more detail with you at your convenience.

Every management situation has its unique aspects. I also fully realize the unresolved management problems at the Agency level and especially at the DDP level. I am convinced through my experience to date with 378 supervisors in the CIA Human Resources Program that the place to begin to strengthen the management process is right where each of us may be. The objective is to develop, through cooperative action, a lowest common denominator of management thinking in CIA, in terms of which we may make a united effort to achieve a common goal: to make CIA the best managed agency in Government.

11. I greatly appreciate the cordial reception to this program in TSS, and wish to express my thanks to [] for his efficient administrative arrangements for these meetings.

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Attached: Outline materials.

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cc. to Director of Training.

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